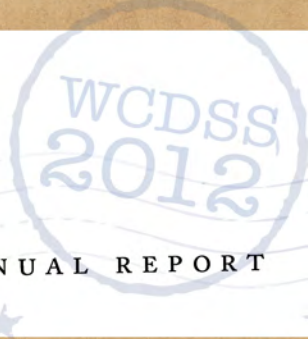




Delivering on our commitment
to community

2012 ANNUAL REPORT



MISSION

We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.

VISION

We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.

VALUES

In all of our interactions with employees, clients and stakeholders, we will be guided by the following values:

Human Dignity

Respect

Compassion

Teamwork (Collaboration)

Communication

Quality of Services

Integrity

GOALS

To create a work environment that fosters growth, teamwork, open communication, professionalism, respect, and in which all employees are recognized for their value as the organization's greatest asset.

To promote community partnerships through effective communication, cooperation, and collaboration.

To continuously improve the quality of service.

To promote public awareness of the agency's mission and services.

To deliver innovative, respectful customer service and to inform customers/clients about additional, helpful community resources.

To treat all customers/clients with respect and to communicate the services offered by the agency and its community partners.





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FIRST CLASS MAIL

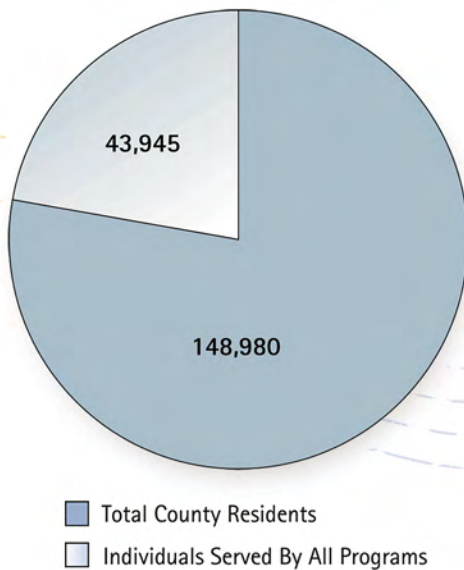
The past year has
been marked by
continued
progress in our
commitment
to community.

Message from the Director

I T IS WITH GREAT PLEASURE THAT I PRESENT THE 2012 ANNUAL REPORT. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and continuous quality improvement as the primary means to reach our goals.

Fiscal Year 2012 has been another record-setting year for our clients and staff. Washington County has been extremely hard hit by the national recession as evidenced by our local unemployment rate which exceeded the state and national rates at more than eight percent throughout the year. Vulnerable adults, children, and families were all negatively affected by the stagnant economy. Nearly 30 percent of Washington County residents received some level of assistance from our agency. Nine hundred eighty-seven more families received Food Stamps than in FY'11 (11 percent). The number of Temporary Cash Assistance cases increased 17 percent to 693. Altogether, the Department took nearly 28,000 applications from county residents with poverty-related needs. Child Support collections increased \$356,642 over the previous year's level. Reports of child sexual abuse increased nearly 10 percent. Adult Protective Services (APS) staff completed 334 investigations of abuse, neglect or exploitation, while the Social Services to Adults staff maintained 434 clients in community settings.

COUNTY RESIDENTS SERVED BY WCDSS Fiscal Year 2012



Despite these obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages. Particularly encouraging was the continued success of our Family Centered casework which helped to safely maintain 96 percent of our at-risk children in family or kinship placements. Family Investment (FI) and Child Support staff demonstrated great creativity and resourcefulness re-engineering work processes to compensate for workload increases. Specifically, FI staff instituted group intake and redeterminations to expedite case processing. FI staff met, or exceeded the 96 percent application timeline compliance standard throughout FY'12.

One of the most dramatic changes in FY'12 was the reorganization of our child welfare services into "blended teams." These teams are composed of child protection, family services, and foster care staff combined under a single supervisor. The new approach had its greatest impact on management staff who had been specialized in one program area, but now have to know policy in all three areas. Other logistical challenges included intake screening, budget management, training, etc. Since families will have the same supervisory team as their cases move through the child welfare system, customer service will be more responsive.



Martha K. West, Executive Assistant

The goals of the reorganization include reduced recidivism rates, decrease in foster care length of stay, and increased permanency and adoptions.

The Department's successful performance in FY'12 is a direct result of the tireless efforts of Karen J. Christof, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department's supervisors, lead workers, and staff.

With the support of our community partners, the Department of Human Resources, state, and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure, and safe from abuse and neglect.

David A. Engle, Director
Washington County Department of Social Services



Rosalind Martin
Assistant Director

Family Investment

Fiscal Year 2012 Accomplishments

- Placed 183 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 138 employers at an average wage of \$9.03 per hour.
- Served 219 TCA customers through our in-house JOBReady Center.
- Diverted 84 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the JOBReadyCenter to help them meet their child support obligations. Two hundred sixteen non-custodial parents were served in the JOBReadyCenter monthly. Twenty-seven gained employment at an average wage of \$9.02 per hour.
- Accepted over 27,955 applications from county residents with poverty-related needs and approved 18,632 applications for various assistance programs, including TCA.
- Granted an average of 24,912 households per month some form of financial or medical assistance.
- Reduced customer wait times by interviewing 6,813 customers through a new intake process designed to streamline how customers apply for Food Supplements, Medical Assistance, and TDAP.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web based, SAIL was developed as a strategy to increase FI customers access to apply for benefits. In FY'12, 2,737 applications were received electronically, a 27 percent increase from FY'11.
- Met or exceeded 96 percent performance measure set by DHR for all programs for FY'12.
- Received from DHR two "Silver Spoon" and a "Golden Fork" award for Food Stamp accuracy.
- Forty-three TCA recipients participated in the Work Experience/Internship Program during FY'12. Four of those were placed at WCDSS in the Customer Service/Clerical Support Unit. Fifteen various sites were utilized in Washington County including Food Resources, REACH, Head Start, Salvation Army, and Merkle. Participants gained experience and work skills to make themselves more marketable.
- Hosted a monthly average of 10 former TCA customers at our after-hours, off-site, *Work-It-Out* workshop for newly employed TCA customers, and provided licensed childcare for a monthly average of 10 children.
- Assisted six former TCA customers purchase transportation through the Vehicles for Change program.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. Each month, an average of 29 riders were served, with an average of 594 trips scheduled.
- Continued the free Hopewell Express transportation program in conjunction with Community Action Council to assist individuals who are seeking employment or who are already working at distribution facilities in the Hunters Green Business Center. Located north of Interstate 70, along Hopewell Road and Route 63, the Business Center encompasses 631 acres and is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-serve basis. During FY'12, there was a monthly average of 49 riders per day.

WELFARE REFORM IN WASHINGTON COUNTY

In FY'12, TCA cases increased an additional 17 percent with 693 open cases. Despite a local unemployment rate of 8.4 percent, 183 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own. Two TCA participants gained full-time employment with the State of Maryland as FI Aides at WCDSS in Family Investment.

JOBReady Center

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated, and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGS), and Emergency Assistance to Families with Children (EAFIC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides, and other individualized services including counseling sessions with a licensed psychologist. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel

to and from employment and childcare. Over 220 bus vouchers are dispersed each month.

The *JOBReady Center* processed 2,772 TCA applications in FY'12. While most were diverted, we implemented paid and unpaid work experience and internship programs to help people find employment. In FY'12 there were three paid internships at WCDSS. When TCA customers become successfully employed, retention services are offered for one full year to assist the family move toward financial growth and security. The Food Supplement program remains at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Childcare subsidies are available to supplement payments to childcare providers.





COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

Department of Labor, Licensing and Regulation (DLLR)—Provides job and career information and resources. The Workforce Exchange allows our customers to search for current job openings in the community, create multiple resumes to use to apply online for jobs, research careers that are expected to be in high demand, file for unemployment insurance, and find occupational training programs.

Department of Rehabilitative Services (DORS)—Guides individuals with disabilities to employment and independent living. Works with disabled customers to help file for social security disability, provides case management, assessment, and supportive services.

Family Center—Expectant parents and families with children under the age of four are referred to the agency's Family Support Center for job readiness and other skills training including driver's education. Also, the *Dads' Connection* continues to offer opportunities geared toward employment services and family preservation.

Community Action Council (CAC)—Helps to provide TCA customers with additional services, including rental assistance and emergency funds. Coordinates and runs the Hopewell Express.

Hagerstown Housing Authority—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

CASA, Inc. (Citizens Assisting and Sheltering the Abused)—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 264 TCA customers during FY'12.

County Commuter—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 29 riders each month.

Washington County Health Department—Two on-site Health Department substance abuse specialists screened 1,464 TCA and Food Supplement program applicants and recipients for substance abuse and provided opportunities to participate in Health Department treatment/-recovery programs.

Western Maryland Consortium—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

Washington County Housing Authority—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

Head Start of Washington County—Provides pre-school education programs to our TCA families with children.

Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)—Provides TCA customers with individualized referrals to local child care providers.

Horizon Goodwill Industries, Inc. (HGI)—Believes in the power of work to strengthen disadvantaged individuals and to transform lives. They assist people with barriers to employment to be able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families.

Hamilton Nissan—Volunteered to assist our customers who purchase vehicles through the Vehicles for Change program by offering them free oil changes, car washes, tire rotations, and inspections for as long as they own their vehicles. In FY'12, six customers received certificates to participate in Hamilton's Dealership for Life program.



RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work-It-Out Program**—Ten monthly workshops were held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'12, 120 TCA customers were served, along with 120 of their children.
- **Work Central Hotline**—Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'12, 1,084 contacts were made to TCA customers.



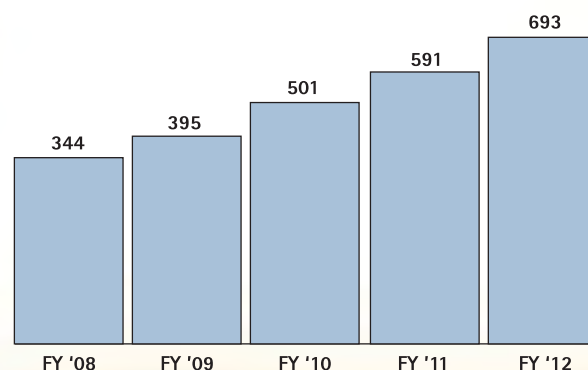
FAMILY INVESTMENT (FI) PROGRAMS

FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status, and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

Temporary Cash Assistance (TCA)—(Replaced the *Aid to Families with Dependent Children (AFDC) program in state law.*) Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'12 received a \$574 grant each month.

TEMPORARY CASH ASSISTANCE CASELOAD AVERAGE PAID CASES PER MONTH

FY 2008 thru 2012





Work Opportunities Program—Maryland's welfare-to-work program helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

Welfare Avoidance Grant (WAG)—Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment, such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY'12, 17 households received a WAG.

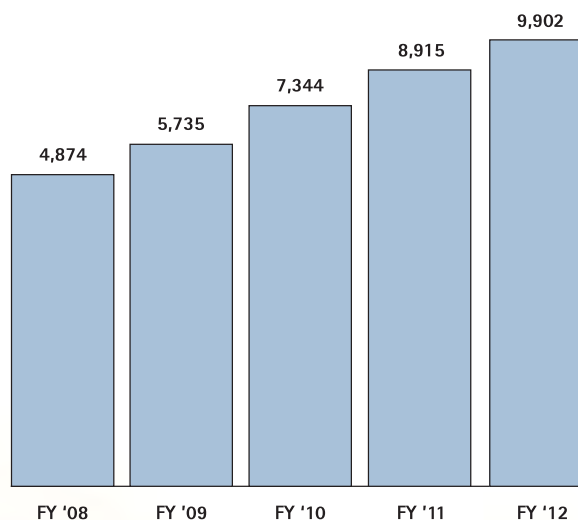
Public Assistance to Adults (PAA)—

Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind, or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence, and have allowable needs in excess of their total income. An average of 87 customers received PAA each month in FY'12.

Food Supplement Program—Supplements a household's food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 9,902 households received food stamps in FY'12. On the average, these needy families spend \$2,612,900 each month at food stores in Washington County.

FOOD SUPPLEMENT CASELOAD AVERAGE PAID CASES PER MONTH

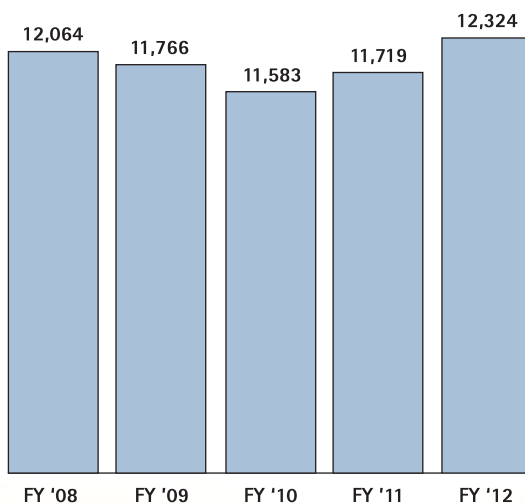
FY 2008 thru 2012



Medical Assistance (Medicaid)—Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources' staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA, and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, remain the most vulnerable because no government-subsidized health insurance exists for this group. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives have expanded the Maryland Children's Health Program (MCHP)



MEDICAL ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH
FY 2008 thru 2012



that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'12. Special outreach programs continue to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments, and deductibles. An estimated \$241,309,309 was spent in Washington County by the Medical Assistance program during FY'12. A monthly average of 12,324 households received medical assistance in FY'12.



Electronic Benefit Transfer System (EBTS)—

Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBT cards are now mailed to customers. In FY'12, 133 homeless customers received locally issued cards.

Temporary Disability Assistance Program (TDAP)—

A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their conditions improve or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 357 households received TDAP in FY'12.

Child Care Subsidy (CCS)—An income-based subsidy program to assist eligible low-income families with the payment of child care expenses. Families are assessed a co-payment based on factors such as income, type of care, and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training, or education. In FY'12, 251 families received assistance with their child care costs with a total distribution for Washington County to be \$1,222,321. This is a decrease in families being able to receive a subsidy due to implementation of the freeze which went into effect in February 2011.

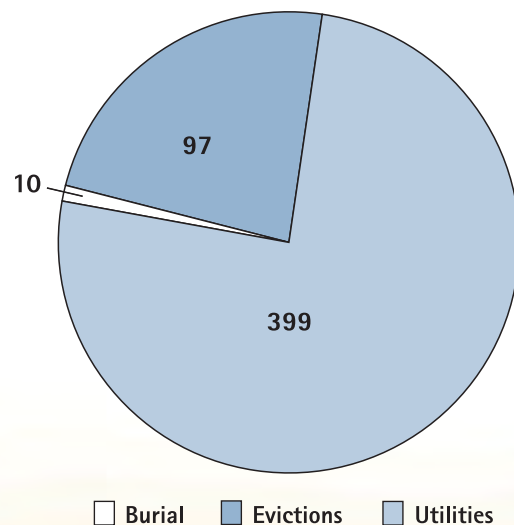
Emergency Assistance to Families with Children (EAFC)—

Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure, or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI,



foster care children, or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household per year was \$150. Effective March 2012, the maximum amount was changed to \$300 every two years. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 506 Washington County families in FY'12 for a total of \$46,809.76. Eviction prevention funds were provided to 97 households. Three hundred ninety-nine families received assistance with utilities and 10 received burial grants.

EMERGENCY ASSISTANCE
Fiscal Year 2012





Karen Christof
Assistant Director

Adult, Child & Family Services

Fiscal Year 2012 Accomplishments

- Completed safety assessments for 1,986 families in Child Protective Services (CPS) including 4,195 children. One hundred thirteen children or 3.0 percent required out-of-home placement.
- The out-of-home placement rate was reduced 21 percent, from 144 to 113.
- Eighteen foster children achieved permanency through adoption services.
- Completed risk assessments for 334 vulnerable adults in Adult Protective Services.
- More than 500 adults remained safe and independent in the community as a result of adult service programs.
- Supported 26 pregnant or parenting high school students to remain enrolled in school. Assisted 16 young parents in obtaining their high school diploma.
- Out-of-home placement for 178 children (70 percent) was averted as a result of Family Involvement Meetings concerning the safety of 255 children.
- Continued implementation of the Fostering Connections grant through:
 - Family Finding for youth who are 14-21 years old and in an out-of-home placement.
 - Kinship Navigator Program, a resource for relative caregivers who are providing care to non-biological children.
- Continued implementation of the Family Assistance through Community Teamwork (FACT) a volunteer program to provide additional support to families open in an in-home service. The volunteers are foster families and members of the community who have provided respite, transportation, mentoring, tutoring, and other services as needed.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$3,749.15.

CHILD WELFARE INTAKE

Child Protective Service Intake (CPS Intake)

Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

TRENDS

- Total number of CPS Intake referrals decreased from FY'11 by two percent. Sexual abuse increased 10 percent, neglect decreased three percent, and physical abuse decreased five percent.

Community Partners

Strengthening community partnerships continues to be a priority. In FY'12, as a result of the strong community partnerships already in place, the following progress was made:

- *The Twenty-fourth Annual Child Abuse and Neglect Conference* was held with almost 400 community participants.
- Revised the Multi-Disciplinary Team agreement to increase community partners and ensure the safety and well-being of children.

FOSTER CARE and ADOPTIONS UNIT

The Foster Care program provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided

in an approved foster home, therapeutic foster family home, group home, or a residential treatment center. Foster Care staff provides and

coordinates a wide-range of services to the child in care, the child's family, and the foster parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in foster care. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

Currently 305 children who were locally adopted from the foster care system are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in foster care to help prepare them for the transition out of foster care. The John H. Chafee Independent Living Preparation Program (IL) allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in foster care. At the end of FY'12, there were 79 youth in this age range currently receiving services. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. In addition to youth in out-of-home placements, the IL program also provided enhanced after care services for three youth during FY'12. The after care services provide support and assistance to youth who leave foster care after turning 18 years old and find they need additional help transitioning to independence.

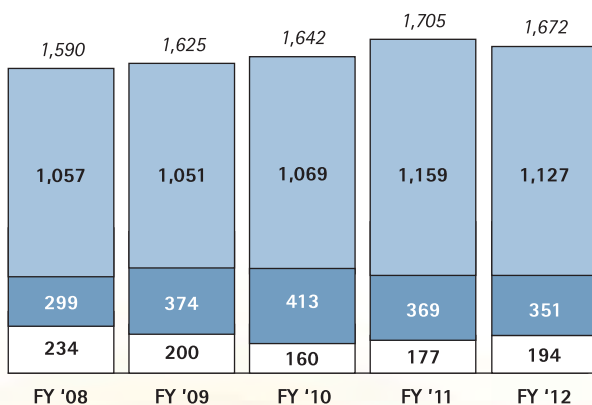
Twelve youth graduated high school during the 2011-2012 school year. Out of the twelve youth, five plan to attend college this fall. Two youth attended college during the 2011-2012 school year and one will graduate.



CHILD PROTECTIVE SERVICE INTAKE

FY 2008 thru 2012

□ Sexual Abuse ■ Physical Abuse ■ Neglect





With the hiring of the new Independent Living Coordinator, the emphasis and focus of the independent living group has been on developing the local Youth Advisory Board (YAB) and increasing local involvement with the State level YAB. Members of the local YAB have the opportunity to provide DHR and our Department with insight into the effects of being an adolescent in foster care, and interpret the direct impact that policy and procedures have on youth in care. Efforts have been reinitiated to ensure that every youth over the age of 14 has a Casey Life Skills Assessment as part of their independent living planning process. Transitional Youth Planning Meetings are also being held to address bench marks developed by the State to ensure youth are receiving the appropriate level of services.

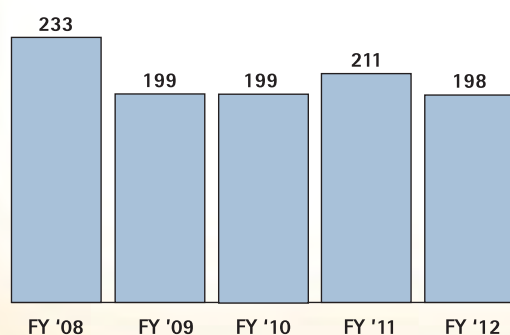
The Department approved and facilitated 29 voluntary placements of children into foster care during FY'12. The children placed into voluntary foster care placements have such challenging mental health needs that their families were no longer able to maintain them in their homes. The Department found an appropriate foster care placement for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

Foster Care and Adoptions staff approved 15 new foster/adoptive resource homes in FY'12 for a total of 109 approved homes by the end of the year. WCDSS continues in its goal to recruit resource homes for youth ages 14 and older. As of June 2012, 79 youth or 40 percent of the children in care were in this age range. Currently 25 youth ages 14 to 21 are in WCDSS foster homes.

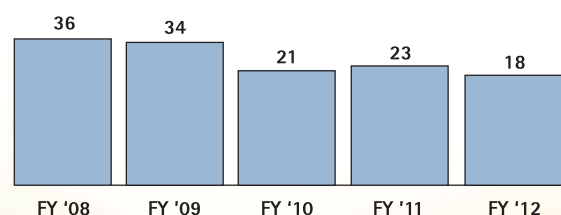
TRENDS

- One hundred thirteen children entered out-of-home placement in FY'12. This number is a 21 percent decrease from the 144 children entering care in FY'11. In FY'10 the number of children was 138. The Family Involvement Meetings, that began in July 2007, continue to prevent unnecessary placements.
- An average monthly foster care caseload in FY'12 consisted of 220 children. The average monthly caseload in FY'11 was 202. The needs of the children and the issues that necessitated removal continue to increase in severity. The median length of stay in foster care for children who entered care during FY'11 was 3.5 months. FY'10 was 8.6 months, FY'09 and FY'08 was four months.
- Of the 134 cases closed, 122 cases or 91 percent had the following positive outcomes:
 - sixty-seven children returned home to a parent;
 - custody or legal guardianship granted to relatives/caretakers of twenty-two children;
 - eighteen adoptions were finalized; and
 - fifteen youth lived independently in the community.

TOTAL CHILDREN IN FOSTER CARE
FY 2008 thru 2012



FINALIZED ADOPTIONS
FY 2008 thru 2012



THE FAMILY SERVICES UNIT

Family School Partnership Program—

In partnership with the Board of Education and County Commissioners, this supplemental student support program targets elementary school students who have problems with grades, attendance, and/or behavior. It also accepts referrals for family support. The program received 162 referrals resulting in 379 children accepting services. Of the targeted children referred to the program, 134 were referred for family support, 53 for attendance, 49 for grades, 67 for behavior, and 98 for a combination. Families surveyed report they found the service helpful, would recommend it to others, and 89 percent reported increased knowledge of resources.

The Family School Partnership received \$62,790 in support from the Washington County Commissioners.

Family Involvement Meetings (FIMs)—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff, and engaging the larger community in child welfare decisions.

Family Involvement Meetings are convened around placement decision points in casework. These include initial removals of the child from the home, placement changes in foster care, considered changes in the permanency plan prior to reunification, and youth transitional planning. In FY'12, 309 FIMs were held regarding the safety and well-being of 510 children. Shelter care of children was avoided for 178 children. FIMs are also convened for youth transitional planning. Every child in foster care, 16 years of age and older, participates in a yearly FIM.

Services to Families with Children/Temporary Cash Assistance (SFC/TCA)—The SFC/TCA program is a solution-focused, case management service that assists families with transitioning from TCA to financial independence while simultaneously reducing the risk of child abuse and neglect. SFC/TCA is a voluntary program. The program focuses on removal of barriers to employment and on the parent's ability to provide care to their children.

During FY'12, the program served 247 families, which is an increase of 44 percent over FY'11.

Interagency Family Preservation (IFP)—

IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families where there is a potential risk of an out-of-home placement. Referrals can be received from the Department of Juvenile Services, Board of Education, Health Department, mental health professionals, and from any internal program or service.

In FY'12, IFP assessed a total of 108 families for services and provided intensive services to 65 of those families. Forty of the families served were referred by Child Protective Services, 41 families were referred by community mental health programs, 13 families from the Department of Juvenile Services, 12 families from the Board of Education, and two families from the Health Department.

Consolidated In-Home Family Services—

Consolidated In-Home Family Services Programs are critical to the Place Matters initiative as they are designed to enable a child to remain safely at home while receiving intervention services. Consolidated In-Home Family Services workers carry a mixture of cases requiring various levels of service intensity as assigned by their supervisor. It is the expectation that the family will continue with the same worker throughout the service delivery to ensure a seamless service provision.

A referral for ongoing services can originate from a non-CPS assessment (self-referral, community, another local department or agency program), or from Child Protective Services Intake. During FY'12, consolidated services served 216 families.

Family Finding—Family Finding provides intensive search efforts that identify, assess, engage, and sustain family resources for youth who are in an out-of-home placement. The initial efforts have targeted youth with an Another Planned Permanent





Living Arrangement (APPLA) permanency plan who do not have an identified permanent relative placement or supportive relationship to help plan for their exit from Maryland's child welfare system.

The family finder works closely with case management staff and is responsible for engaging and interviewing family members, reviewing the case record, and conducting internet searches as a minimum standard for exploring all information that could potentially result in establishing a lifelong connection.

Washington County is one of seven counties in the State of Maryland to be awarded a three year federal grant as a pilot program for Family Finding. The goal of Family Finding is to identify at least 40 family members for each youth, in hopes of finding six to eight family members committed to becoming a life-long connection for the youth. Since implementation, the Washington County Family Finding program has identified 601 family members and has engaged 252 family members for 21 foster youth. On the average, 28 family members were identified and 12 family members were engaged for each youth.

Kinship Navigator—In an effort to support and promote the safety and well-being of children in the State of Maryland, services and resources are offered to informal kinship caregivers. The caregiver's relationship with the child may be based on biological, adoption, marriage, or emotional connection. The Kinship Navigator can provide information and referral services as well as targeted case management.

The Kinship Navigator program has developed and disseminated a useful resource guide with up-to-date information on educational resources, medical services, entitlement programs, community resources, child care services, legal services, and case management services. Eleven monthly support groups hosted at several locations in the local community were convened to provide support to

informal caregivers. An Advisory Council made up of caregivers and other interested community stakeholders has met four times to help define policy, recommend services, and guide our interventions. Direct services and case management were provided to eight families.

The program was featured on the front page Sunday feature in the local *Herald-Mail* newspaper in October 2011 and is now advertised on six colorful billboards displayed throughout the county. The Kinship Navigator has attended several Family Involvement Meetings (FIMs) to help guide relatives when they first agree to provide care for a child to provide for a smooth transition. In addition, when families decide that changes in custody are needed for the children, the program has been able to help needy families pay for the court filing fees. There have been 27 families who have received financial assistance directly from the Kinship Navigator program. To date, the Kinship Navigator has guided over 125 families in some capacity or another.

Bester Community Cares—Bester Community Cares (BCC) is a community partnership initiative that was formed to offer specialized services and resources to that community. From July 2011 through June 2012, three major community events were sponsored in the Bester Community. In October 2011, *Overcoming Obstacles in the Evening Routines* was presented by the BCC community group. Thirty-three families attended and were able to move through three pre-selected stations to learn about ways to manage stress, keeping their teeth and bodies clean and healthy, and understanding ADHD. Afterward, over 100 participants came back together in the cafeteria to share some of the things they learned throughout the night. Community Partners who actively participated in this event were from WCDSS, Washington County Community Action Council, Potomac Case Management, Kool Smiles, Washington County Free Library, Maryland Coalition for Families, C-Safe, Neighborhoods First, Citicorp Family Services, Latina Comunidad, The Judy Center, The Safe Place, The Family Center, University of Maryland Extension Office, NAPA (Nutrition and Physical Activity Coalition), and of course many staff from Bester Elementary School.

Sunshine Center—The mission of Sunshine Center is to provide a safe and comfortable setting where families can maintain their relationships, resolve the issues that created the need for removal, and reduce trauma associated with out-of-home placement. The Sunshine Center officially opened on July 6, 2011 and began serving families the same day. The collaboration of community partners brought about the completion of four visitation rooms, each one tailored for children of a specific age group. Additionally, families have access to a fully equipped kitchen, living room area, and half bath. Outside play is also on-site and is shared with the Washington County Family Center. In FY'12, 44 parents, 77 children, and 41 families were served at the Sunshine Center. Ten children were returned home to a parent, four were adopted, and four found permanency through subsidized guardianship.

In accordance with the mission, Sunshine Center provided the following services and support to families during this first year:

- *Visitation Coaching* - Twenty-two parents received visitation coaching in which staff provided one-on-one parent coaching, role-modeling, and encouragement to parents addressing their children's behavioral and emotional needs.
- *Regular Supervised Visitation with Support* - six parents who did not meet visit coaching criteria, but indicated a willingness to receive support and encouragement, were provided services adapted to their specific needs. General assistance with visit planning, education on supporting their children in the out-of-placement experience, and voluntary post visit discussions to help parents express concerns were just a few of the aspects of visit coaching that are available.
- *Regular Supervised Visitation* - Sixteen parents received traditional supervised visitation at the Sunshine Center. These families also have full access to the Center's art supplies, activities, and any food needed for meals and snacks.



THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective services social workers, and mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.

During the past eleven years, the Center has offered five mandated best practice services including joint investigations, forensic examinations, therapy, victim advocacy, and coordinated response. All services are located on-site and the child and family benefit emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families better understand the criminal justice system and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the State of Maryland





to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members. The Center provides immediate crisis intervention services to families without waiting lists.

Accomplishments

- Served 1,457 children and family members, including 522 primary victims and 935 secondary victims.
- The Family Advocate provided support services to over 700 children and non-offending family members.
- Supported 53 maltreated children with mental health therapy.
- The Forensic Medical team conducted 55 medical exams.
- As a United Way agency, Friends of Safe Place, Child Advocacy Center, Inc. participated in its fifth United Way Campaign.
- Teamed with the organizers of the Hancock Walk Against Child Abuse to raise public awareness and more than \$4,500 for the Center.
- Received more than \$60,000 in funding through the Washington County Office of Grant Management to pay for rental and cleaning costs.
- Friends of Safe Place sponsored the 6th Annual Evening of Comedy and Magic Show. More than \$1,700 was raised to support Safe Place.
- Participated in the City of Hagerstown's Proclamation of Child Abuse Prevention Month, Hispanic Fest, Convoy of Hope, National Night Out, and the Hagerstown Housing Authority Community Fair.

- Continued to receive outstanding community support. More than \$8,500 was donated to Safe Place from the Maryland Correctional Training Center Lifer Club, Elliott's Lemonade Shack, Barefoot Bernies, Antietam Exchange Club, and the Hagerstown Rotary Club.

THE WASHINGTON COUNTY FAMILY CENTER

The Washington County Family Center provides a variety of services for expectant parents and families with children aged birth to four. Services are designed to empower families to become self-sufficient through personal achievement, education, and positive parenting. Services include on-site early childhood development, Adult Basic Education (ABE), General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, Family Literacy programs, employability services, health education services, parenting education, and transportation.

During FY'12, the Family Center successfully competed for a \$50,000 grant from the Barbara Bush Foundation for Family Literacy and began the Literacy for Life program. The Literacy for Life program, through intensive education of more than one generation, builds on families' strengths and provides the tools and support they need to become stronger and more self-sufficient. Parents and children participate in a variety of literacy skill development activities while enrolled in the program at the Center. During FY'12, 48 parents and their children participated in the Literacy for Life program.

The Dads' Connection program continues to provide specifically designed services to fathers in Washington County. Through a collaborative effort with the Judy Center and the Family School Partnership program, Dads' Connection was able to offer Dads & Donuts. This Father Involvement initiative at Bester, Winter Street, and Funkstown Elementary schools was designed to encourage fathers to take an active role in their child's education. Five events were offered throughout the year with 250 fathers and their children participating in the program.

Accomplishments

- Provided services to 118 adults and 98 children in education, parenting and child development.
- Served 70 individuals in education programs; 16 participants received their diploma through the high school credit program; three participants received a diploma through the GED program.
- Supported 26 pregnant or parenting high school students to remain enrolled in school.
- Supported 59 fathers and 99 children in case management, parent child activities, or visitation services.
- Seventeen fathers completed Fathers 101, a twelve week parenting curriculum.

ADULT SERVICES UNIT

The Adult Services Unit provides a range of case management, foster care, and aide services including personal, respite care, and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

Adult Protective Services (APS)—

Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the

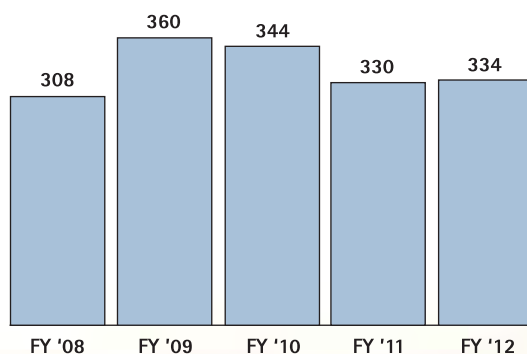
capacity to provide for basic needs such as food, shelter, and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation, and self-neglect increased by one percent from FY'11 to FY'12. The total number of investigations was 334.
- New APS investigations averaged 25 monthly. An average of two reports per month were screened out of APS investigation during FY'12.
- Of the FY'12 APS reports, nine percent were allegations of physical or sexual abuse, 25 percent neglect, 22 percent exploitation, and 44 percent self-neglect.
- Monthly Continuing APS caseload averaged 40, which is a decrease of 15 percent over FY'11.
- APS petitioned Circuit Court for guardians to be appointed for five disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 23 during FY'12.

When risks are reduced but services are still needed the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.

**ADULT PROTECTIVE SERVICES
TOTAL INVESTIGATIONS**
FY 2008 thru 2012



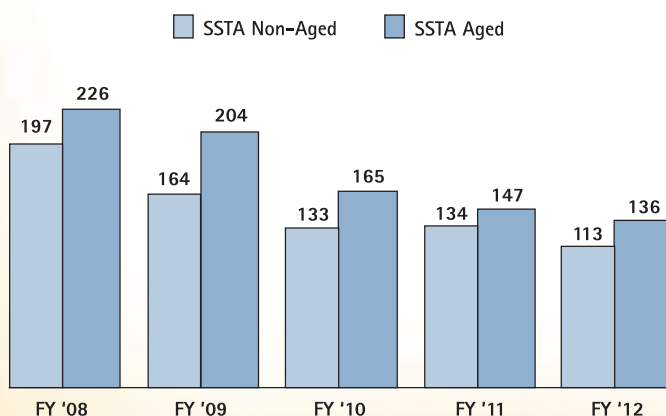


Social Services to Adults (SSTA)—Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and liquid assets less than \$20,000 are eligible. The continuation of a modified moratorium on new SSTA cases reduced the number of persons served in FY'12.

Accomplishments

- Provided ongoing case management services to a total of 434 adults.
- Managed an average monthly caseload of 136 aged adults.
- Managed an average monthly caseload of 113 non-aged adults.
- Assessed for SSTA services an average of 14 new cases each month.

**SOCIAL SERVICES TO ADULTS
AVERAGE MONTHLY CASELOAD**
FY 2008 thru 2012



Senior Care Case Management—Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring, and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications, or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

Accomplishments

- Provided case management services to 125 older adults with a monthly average caseload of 90.
- Gap-filling direct services budget was \$173,677, which was a decrease in funding from the previous year of \$4,414.

Adult Foster Care—Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care, and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults' foster care placements.

The project continues to recruit, assess, certify, and train providers. There is a need for more specialized adult foster care homes.

Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 33 individuals meet the total cost of their care.

- Provided an average supplemental monthly payment of \$312.
- Assisted an average of 12 individuals per month with County funds.

CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

Project Home Case Management—Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care, and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

Accomplishments and Trends

- A \$45,839 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2012.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 26 referrals for assisted living placements and placed four disabled adults into CARE homes. The referrals came from the following sources: nine from Meritus Medical Center, two from Adult Protective Services, four from Turning Point, one from SSTA, one from family, one from Commission on Aging, and eight from other community sources.

CARE Housing—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living environment for the disabled adults who cannot live alone primarily due to mental or physical health

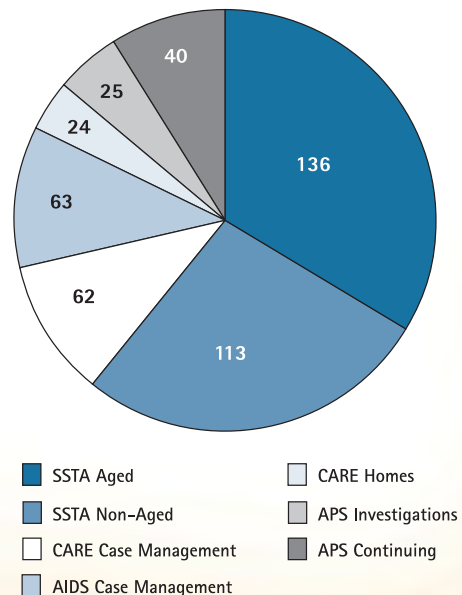


problems. CARE providers must have the capacity to assist such adults, be financially stable, and pass criminal background investigations. The home must meet state CARE, fire, and health regulations.

Accomplishments and Trends

- The number of CARE homes averaged 24 per month in FY'12.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.

ADULT SERVICES AVERAGE MONTHLY CASELOAD
Fiscal Year 2012





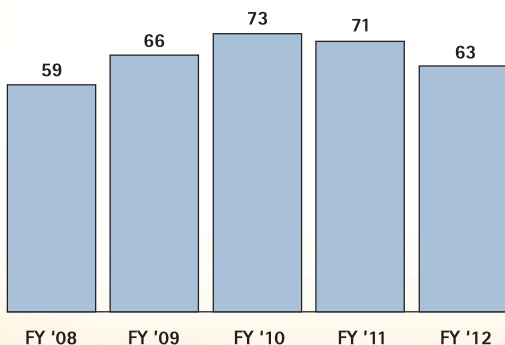
HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others, to live as independently as possible. Case management, education, and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

Accomplishments

- Served 86 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 63 persons; an 11 percent decrease from the FY'11 average.
- Utilized \$1,725 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$7,967 in *Project Home AIDS Emergency Funds* to assist persons with HIV/AIDS in crisis.

**HIV/AIDS CASE MANAGEMENT
AVERAGE MONTHLY CASELOAD**
FY 2008 thru 2012



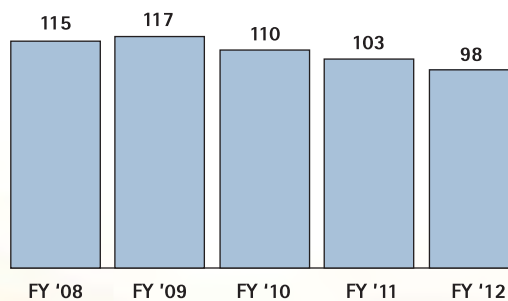
IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers. Increased service needs and cost of service resulted in fewer IHAS Purchase of Service clients being served in FY'12.

Accomplishments

- Served 148 disabled, aged, and non-aged adults.
- Served 92 disabled adults aged 65 and older.
- Served 56 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 98 disabled adults.
- IHAS Purchase of Service providers served 44 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 30 disabled adults; a two percent decrease from FY'11.

**IN-HOME AIDE SERVICES
AVERAGE MONTHLY CASELOAD**
FY 2008 thru 2012



Child Support

Fiscal Year 2012 Accomplishments

- The paternity goal of 90 percent was exceeded in FY'12, with paternity being established for 100 percent of the children born out-of-wedlock in the caseload.
- The court order goal of 80 percent was greatly exceeded in FY'12, with court orders established in over 87 percent of the caseload.
- Child Support has collected \$2,661,713 from non-custodial parents enrolled in the Non-Custodial Parent Employment Program (NPEP) since its inception in April 2006.
- An Early Intervention Program was utilized to introduce proactive case management to ensure more reliable payments of child support. The purpose of the program is to generate a stronger culture of compliance among non-custodial parents during the initial weeks of the order establishment process. During FY'12, 24 percent of the non-custodial parents paid the first monthly support amount that was due; 63 percent made partial payments. Child Support has collected over \$45,000 in payments under this program.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 215 cases of non-payment have resulted in collections exceeding \$178,701.
- Streamlined the receipting and collecting process by transporting payments to the financial institution designated by the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Processed 676 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on issues, concerns, and customer needs.
- Participated in Child Support Awareness month by distributing school supplies to children at various community events. Displayed child support banner within the city limits of Hagerstown. Child Support Staff received a proclamation from the Washington County Commissioners. Recognized staff with various activities to thank them for their service to the Child Support program. Selected a Child Support Worker of the Year to represent Washington County.
- Conducted a Mother's Day and Father's Day appreciation event by hosting an open house to recognize custodial parents who care for their children, and non-custodial parents who regularly meet their child support obligations. Customers had the opportunity to review informational resources about the Child Support program. To publicly acknowledge all parents, an advertisement was placed in the newspaper for Mother's Day and again on Father's Day thanking them for supporting their children by paying their child support consistently and in a timely manner.



Barbara Moyer
Assistant Director



Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

CHILD SUPPORT COLLECTIONS

The Child Support Division collected \$14,943,693 in child support and arrearage payments in FY'12. This total was the result of servicing approximately 6,043 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on four federal performance indicators for State child support programs: paternity establishment; support order establishment; current collections; and arrearage collections.

NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services, and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Approximately 18 non-custodial parents per month were referred to the Job Center program. Twenty-seven successfully

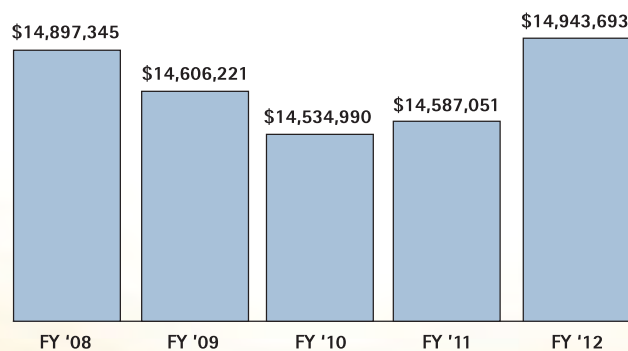
PERFORMANCE MEASURES (as of 6/30/12)

	FFY'11 7/11-9/11		FFY'12 10/11-12/11		FFY'12 1/12-3/12		FFY'12 4/12-6/12	
MEASURE	4th Qtr. Goal	4th Qtr. Actual	1st Qtr. Goal	1st Qtr. Actual	2nd Qtr. Goal	2nd Qtr. Actual	3rd Qtr. Goal	3rd Qtr. Actual
PATERNITY	100%	108.94%	95.22%	96.57%	96.82%	101.30%	98.40%	105.97%
COURT ORDER	85.00%	87.86%	88.10%	87.38%	88.10%	87.80%	88.10%	87.84%
COLLECTIONS	74.31%	72.45%	74.31%	72.45%	74.31%	74.33%	74.31%	74.38%
ARREARS	74.57%	72.99%	50.98%	48.52%	63.63%	65.06%	70.81%	71.13%

* Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2011 through June 30, 2012.

CHILD SUPPORT TOTAL COLLECTIONS

FY 2008 thru 2012



became employed through the agency during FY'12. Since the program was implemented in April 2006, \$2,661,713 has been collected from all the participants as child support payments.

LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income, and assets. More than 87 percent of the caseload is under a court order to pay child support.

ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. The paternity goal of 90 percent was exceeded in FY'12. Paternity was established for 100 percent of the children born out-of-wedlock in the caseload.

ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal threshold to maximize performance for establishing court orders is 80 percent. Washington County posted 87.8 percent for this category. Currently, 5,308 cases are under a court order to pay child support through this office. Child Support First allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.

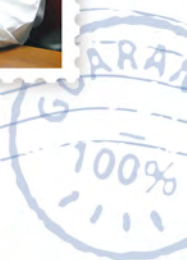
ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational, and professional license suspension; passport denial; and garnishment of bank accounts

are also useful enforcement tools that contribute to the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parent. We are also utilizing the Non-Custodial Parent Employment Program (NPEP) and Dads' Connection program to assist our non-custodial parents in gaining employment which enables them to begin making regular payments. Over 50 percent of the cases referred to NPEP are now receiving payments by Earnings Withholding Orders.

CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services and staff to answer initial calls. This helps to alleviate the daily schedules of local workers and provides them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts, and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.





Bruce Massey
Assistant Director

Administration

Fiscal Year 2012 Accomplishments

- Received a Statewide Safety Award from SERMA, a division of the Injured Workers Fund, for no compensable workmen's compensation claims for three consecutive years.
- Conducted a Leadership Development Program with ten graduates completing the program.
- Awarded a new legal services contract to a local legal firm utilizing a competitive bid process.
- Updated and issued new Employee Guidelines (formerly Employee Handbook).
- Finance Office created a Finance Procedures Resource Guide and trained administrative, child welfare, and adult services staff.
- Issued 26 press releases, five in-house agency newsletters, and four community partners' newsletters, *Partners in Press*.
- Improved security by installing a new Building System Access System that utilizes access cards and access readers at eight building entrances.
- Improved customer service by revising phone system switchboard greeting and call routing.
- Replaced all cell phones and negotiated a new contract with savings.
- Configured and installed 73 new desktop and laptop computers and provided Microsoft Office 2007 training.
- Installed Dragon Speak Software (voice recognition) on 56 child welfare staff computers, and installed a color printer, picture printer, and scanner.
- Supplemented Administration division staff with two senior aides, three college interns, and one temporary personnel staff person.



PERSONNEL UNIT

The Personnel Unit was staffed with a Personnel Officer and a Personnel Specialist who provide services to 261 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll and leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 30 recruitments during FY'12. The personnel office conducted quarterly employee orientations and provided one-on-one sessions to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. The employee database and leave accounting system quickly and efficiently provides data and reports required by the Director, staff, and the Maryland Department of Human Resources. Training in the areas of timesheet completion, the new PEP process, and personnel procedures are provided annually to supervisors and employees. The WCDSS Intranet site continues to be an important link for the Personnel Unit for WCDSS employees as it functions as a source for forms, announcements, and newsletters.

FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations, safeguarding assets, and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget requests expenditures, and month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers, and month-end reports. The Unit focuses on accounting objectives and policies, operating procedures, system controls, and timely and accurate reporting of financial and statistical data to all levels of government.



The staff ensure compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General Accounting Division Manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance, and other related agency, departmental, local, and state government mandated policies and procedures.

ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT

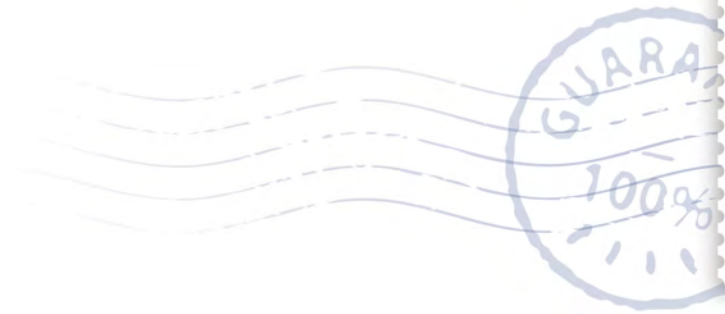
This unit provides internal and external mail services, purchase and issue office supplies for the agency, and maintain the agency's fleet. Fleet maintenance involves following vehicle maintenance, procuring driver and vehicle gas cards, and processing accident reports. Private vehicle mileage is also tracked.

INFORMATION TECHNOLOGY UNIT (ITU)

The ITU provides IT support for the entire agency and is staffed by three full-time employees. IT staff configure and maintain 345 computers, 47 network printers, 196 printers, and five servers. General software and hardware service and training are provided to all users. In addition, the unit provides training for special projects and supports statewide system connectivity for 261 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 214 single-line telephones, 107 DTerm telephones, five Cyracom telephones, 73 cell phones, and user support.





**WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES
TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED**

Fiscal Year 2012

		SOURCE OF FUNDS				TOTALS		
		Federal	State	County	Other	FY'12	FY'11	Percent Change
<u>Funds Expended (Net)</u>								
Total Grants & Client Benefits		33,845,953	3,811,482	399,050	337,471	38,393,956	36,494,358	5.2%
Personnel Costs		8,216,034	4,906,989		52,100	13,175,123	12,696,069	3.8%
Administrative Costs		1,086,965	939,163			2,026,128	2,098,031	-3.4%
Total Funds Expended		43,148,952	9,657,634	399,050	389,571	53,595,207	51,288,458	4.5%
<u>Funds Collected & Distributed</u>								
Child Support					14,943,693	14,943,693	14,587,051	2.4%
Other		392,390			736,254	1,128,644	1,035,526	9.0%
Total Funds Collected & Distributed		392,390	0	0	15,679,947	16,072,337	15,622,577	2.9%
Total Funds Expended, Collected & Distributed		43,541,342	9,657,634	399,050	16,069,518	69,667,544	66,911,035	4.1%

Performance Quality Improvement (PQI)

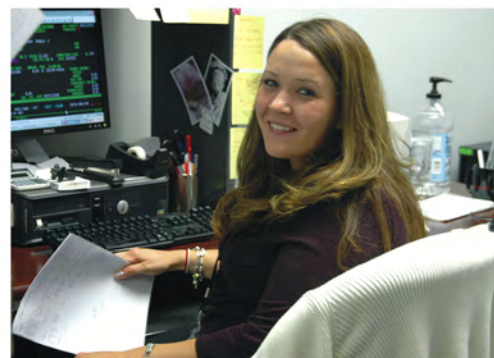


Fiscal Year 2012 Accomplishments

- Bi-annual Strategic Planning Retreat was held in September.
- "Blended teams" implemented in child welfare to improve outcomes for children and their families.
- A new group intake process was implemented to get financial assistance to clients more quickly.
- Inspector General Audit revealed only seven findings.
- Ten staff graduated from agency Leadership Development Class.
- New employee orientation was improved, and employee handbook updated.
- Staff were provided with sixteen in-service trainings to enhance professional development.
- Staff participated in fifteen community relations events to publicize agency services.
- Twenty-six positive stories about agency services appeared in local newspaper and/or television/radio.
- Board of Social Services raised \$67,795 for Family Center relocation.
- Agency Executive Staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- Managing change training was provided to Administrative Staff.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter called Partners in Press to external stakeholders.
- FACT and FIM newsletters were distributed to stakeholders publicizing these child welfare programs.
- The Quality Council received and responded to ten employee suggestions, publishing this information in each agency newsletter.
- Employees First Committee sponsored five employee morale and team building activities.



- The annual Employee Recognition celebration was held in March recognizing two community partners, and ten agency staff.
- Agency accomplishments for FY'11 presented to internal and external stakeholders.
- *Maryland Charities Campaign* collected \$8,742.31 from employee donations and in-house events.
- Intra and Inter-agency communication and coordination were enhanced by way of bi-weekly Child Support staff meetings and quarterly meetings with community partners.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continues to introduce proactive case management for more reliable payments of child support.





WCDSS FY'12 Strategic Plan Quality Measures



GOAL 3 - QUALITY/RESULTS BASED SCORECARD	TARGET/ INDICATOR	Jul'11	Aug'11	Sep'11
Washington County DSS Child Support				
1. % current support collected	72.45%+.155/mo	72.43%	72.54%	72.45%
2. % cases paying on arrears	72.99%+.02/mo	70.73%	72.20%	72.99%
3. % cases with paternity	108.94%+.105/mo.	106.37%	107.81%	108.94%
4. % cases with support orders	87.86%+.1316/mo	88.37%	87.910%	87.86%
Washington County DSS Family Investment				
1. % of FSP Applications pre-reviewed <i>(implemented 10-1-11)</i>	10%	n/a	n/a	n/a
2. % of FSP redets pre-reviewed <i>(implemented 10-1-11)</i>	15%	n/a	n/a	n/a
3. Universal Engagement	100%	100%	100%	100%
4. Work Participation Rate	50%	51%	52%	57%
5. Total Job Placements	188/16 mo.	10	19	17
6. Expedited FS Applications - % processed timely	96%	100%	99.4%	99.6%
7. Regular FS Applications - % processed timely	96%	100%	100%	100%
8. MA-FAC Applications - % processed timely	96%	100%	99.8%	99.6%
9. TCA Applications - % processed timely	96%	100%	100%	99.5%
10. MCHP Applications - % processed timely	96%	100%	100%	99.0%
Washington County DSS Administration				
1. Expend and report fiscal resources by required dates.	100%	100%	100%	100%
2. All employees will receive a Mid & End of Cycle PEP evaluation.	100%	100%	100%	100%
3. Ensure the access and availability of information systems to meet the business needs within 5 days of hiring, implementation or notification of upgrades.	100%	100%	100%	100%
Washington County DSS ACFS/Adult Services				
1. % indicated or confirmed adult abuse cases with no recurrence of abuse within 6 months.	100%	100%	100%	100%
2. % of individuals who remain in community during the year.	100%	99.55%	99.53%	100%
Washington County DSS ACFS/Child Welfare				
1. # children in out-of-home placements	192	222	231	228
2. # adoptions per month	12	4	0	0
3. % children in OOH Family Homes	76%	80%	79%	84%
4. % children in OOH Group Homes	11%	13%	13%	16%
5. Open investigations under 60 days (%)	85%	94%	94%	92%
6. % monthly caseworker visitation	90%	78%	97%	84%
7. Children placed in their home/adjacent jurisdiction (%)	75%	n/a	n/a	87%
8. Placement address is either missing or incomplete (%)	9%	n/a	n/a	4%



Oct'11	Nov'11	Dec'11	Jan'12	Feb'12	Mar'12	Apr'12	May'12	Jun'12	TOTALS
71.76%	73.70%	73.90%	74.18%	74.06%	74.33%	74.18%	74.48%	74.38%	73.53%
28.97%	42.31%	48.52%	57.19%	61.01%	65.06%	67.48%	69.71%	71.13%	60.61%
93.63%	95.10%	96.57%	98.27%	99.83%	101.30%	102.94%	104.97%	105.97%	101.81%
87.80%	87.47%	87.38%	87.63%	87.68%	87.80%	88.50%	88.25%	87.84%	87.87%
17%	6%	4%	6%	14%	11%	5%	10%	9%	9%
16%	48%	14%	19%	14%	22%	22%	10%	6%	19%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
59%	57%	61%	59%	66%	71%	70%	70%	56%	61%
24	24	9	19	17	16	10	19	19	203
99.3%	99.3%	99.6%	99.5%	100%	100%	100%	99.6%	100%	99.69%
99.1%	100%	100%	98.5%	99.8%	100%	100%	99.5%	99.7%	99.72%
99.8%	98.7%	99.2%	99.4%	100%	100%	100%	99.7%	100%	99.68%
100%	100%	100%	100%	99.8%	100%	100%	100%	100%	99.94%
99.4%	98.7%	99.3%	98.7%	100%	100%	100%	100%	99.3%	99.53%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
99.76%	100%	99.50%	100%	100%	100%	100%	100%	100%	99.86%
232	228	235	226	218	206	203	203	201	219
0	8	9	15	16	19	19	19	19	11
80%	79%	77%	77%	78%	81%	78%	76%	74%	78.58%
14%	15%	15%	15%	16%	15%	15%	15%	16%	14.83%
88%	81%	90%	95%	97%	96%	89%	89%	93%	91.50%
85%	89%	82%	95%	94%	94%	95%	96%	96%	90.42%
n/a	n/a	86%	n/a	n/a	83%	n/a	n/a	81%	84.25%
n/a	n/a	6%	n/a	n/a	3%	n/a	n/a	6%	4.75%

Community Outreach

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'12, WCDSS provided information about the Department's programs and services at the following events listed below:

COMMUNITY EVENTS

- Bester Community Care Events
- Black Educator's Alliance Resource Day
- Born Learning Event
- Chamber of Commerce Learning Lunch
- Community Safety Night at Hagerstown Suns Game
- Convoy of Hope
- Elder Abuse Conference
- Hagerstown Housing Authority Community Fair at Elgin Station
- Hispanic Festival
- Homeless Resource Day
- Jonathan Street Day of Hope
- Kid's Alive
- Leadership Washington County/Poverty Simulation
- Maryland Charity Campaign Vendor Fair
- National Night Out
- Pillars of the Community, Valley Mall
- Red Cross Blood Drive
- Senator Ben Cardin Career Health Day
- Walnut Street Clinic Health Fair
- Department of Labor, Licensing and Regulation and *The Herald-Mail* Job Fairs
- EFSP/FEMA Board
- Food Resources Holiday Food Drive
- Golden Living Center
- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Rotary
- Head Start
- John Wesley United Methodist Church
- Kinship Care Navigator Program
- Maryland Relay
- Potomac Case Management
- Salvation Army
- Teens Have Choices
- United Way of Washington County
- Voluntary Affidavit Paternity Program (VAPP) with Post Op, Labor and Delivery Room staff at Meritus Medical Center
- Washington County Committee of the Workforce Investment Board
- Washington County Fatality Review Board
- Washington County State's Attorney
- W-House

COMMUNITY OUTREACH

- Association of Retarded Citizens
- Big Brothers/Big Sisters
- CASA
- Character Counts
- Commission on Aging
- Community Action Council
- Community Partnership for Families and Children
- CSAFE





APPROVED

GUARANTEE 100%



GUARANTEE 100%

**ECONOMIC IMPACT OF THE
WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES**

Fiscal Year 2012

Direct Payments to Clients

Public Assistance	\$	4,666,919	
Food Supplement Program	\$	31,619,804	
Emergency Grants	\$	87,057	
Subtotal			\$ 36,368,780

Child Support

Collections and Distributions	\$	14,943,693	
Incentive Funds	\$	29,627	
Subtotal			\$ 14,973,320

Agency Salaries and Administration **\$ 15,721,684**

Former Customers Employed **\$ 635,878.15** (estimate)

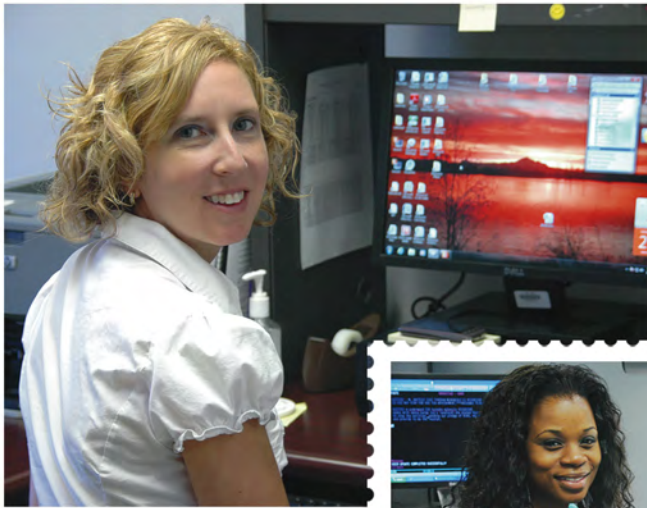
Grant Funds Obtained by Agency Staff

Family Center (Maryland Family Network, Judy Center, LMB, Community Foundation, Safe & Stable, HCC, Fletcher Foundation, MASSB)	\$	512,449	
Child Advocacy Center (VOCA, CACS)	\$	112,759	
Miscellaneous (Family Connections, HUD, Lay Funds)	\$	136,282	
Subtotal			\$ 761,490

Welfare Reform **\$ 389,576**

County Budget **\$ 324,050**

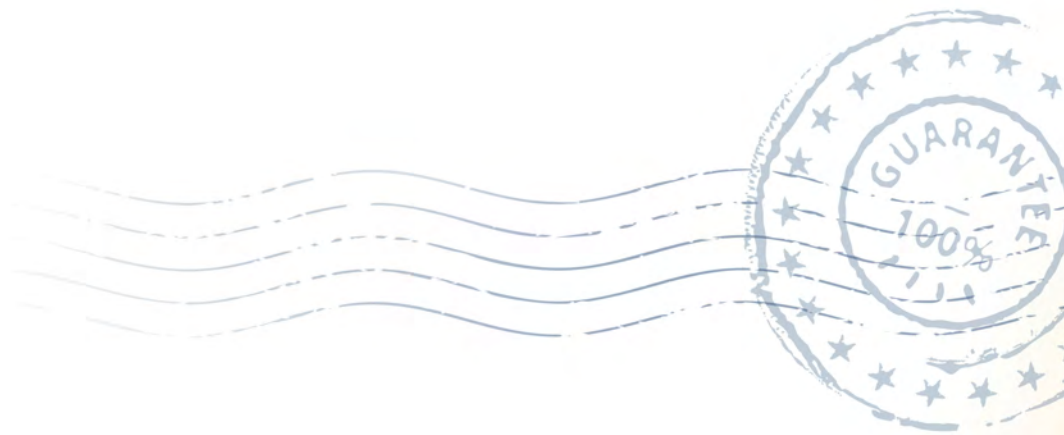
TOTAL **\$69,174,778**



100%



Appendices



Commissioners, Board Members & Washington County Legislative Delegation

WASHINGTON COUNTY COMMISSIONERS

Terry L. Baker, *President*
John F. Barr, *Vice-President*
Ruth Anne Callaham
Jeffrey A. Cline
William B. McKinley

WCDSS BOARD MEMBERS

Dolores Harmon, *Chair*
David Pool, *Vice-Chair*
Bonnie Elgin, *Secretary*
William Beard
Sheryl L. Goree
Gladys Rojas
Randy Schultz
Evelyn Williams

EX OFFICIO MEMBER

Terry L. Baker,
County Commissioner

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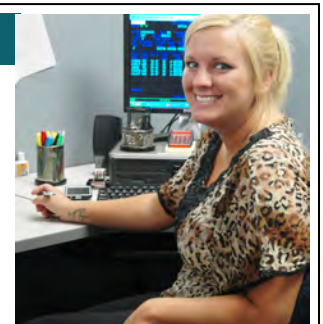
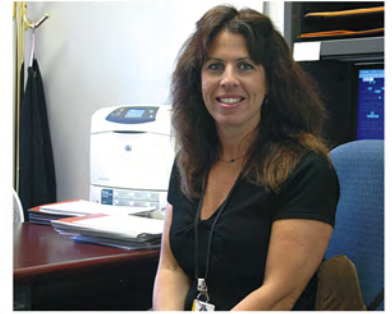
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WCDSS Administrative Staff





WCDSS Staff Roster



David Engle, Director
Marty West,
Executive Assistant

ADMINISTRATION

Bruce Massey,
Assistant Director
Joni Spickler,
Administrative Assistant

Personnel
Mark Smith,
Personnel Officer
Carrie Aaron,
Personnel Specialist

Security
Gary Poffenberger
Wilson Beuparlant

Finance Office
Amy Robinson
Sandy Blickenstaff
Kristin McEnroe
Joycene Ray
Barry Shoemaker
Dawn Testa

Computer Specialists
Tricia Greadhead
Ronnie Bolyard
Jason Licari

CHILD SUPPORT

Barbara Moyer,
Assistant Director

Attorney
Roland Pembroke

Enforcement 1
Kelly Rohrer
Sarah Cutchall
Rebecca Dick
Khya Funk
Cynthia Gilroy
Gail Johnston
Stephanie Kendall
Laurie Taylor
Sharall Turner
Marcia Williams

Enforcement 2
Rose Black
Kelley Barron
Roni Deike
Cynthia Hauver
Kristi Mantz
Jill Meyers
Deborah Mills
Sherry Norman
Katy Zeger

Customer Service/Fiscal
Karry Pifer
Diane Eves
Ginger Griffith
Denise Hall
Tracy Knable

FAMILY INVESTMENT

Rosalind Martin,
Assistant Director

Sandy Martin,
Administrative
Assistant

Reg. WP Specialist
Ellie Murto

FI Unit
Ruth Fuller
Star Blickenstaff
Christine Lescalleet
Queenasia Mitchell
Kristina Moran
Debbie Neal
Marie Savko
Deborah Sheppard
Mary Taylor
Markisha Underwood
Jared Zampelli

FI Unit
Lynda Matheny
Virginia Albert
Cassandra Cunningham
Susan Fisher
Jennifer Hundley
Amanda Marquiss
Melody McClure
Shelley Mederos
John Rohrer
Debra Sampson
Pam Shank

FI Unit
Jimmy Gossard
Natasha Ashby
Joshua Bond
Jennifer Brown
Kathie Duffey
Maria Fairfax
Jill Farkosh
Cathy Heagy
Kathy Jordan
Julie Lewis
Amanda Rohr-McDowell
Ebony Rollins
Dottie Russ
Michelle Scott
Kaylin Smith
Tricia Strite
Shakyda Summerville

Job Center
Sharon Shafer
Sara Brannen
Kathy Brashears
Patricia Daley
Autumn Diaz
Shawniece Disney
Melissa Hose
Monica Joyner
Carly McFerren
Jessica Myers
Megan O'Connell
Megan Simmons
Faye Stauch

FI Customer Service Unit
Dan Moreland
Chaurice Capps
Brittany Kemp
Darlene Shannon
Marcella Shell
Abby Short
Kanika Wilkins

Fraud Investigator
Dan Moore

ACFS DIVISION

Karen Christof,
Assistant Director
Connie Bonenberger,
Administrative
Assistant

Secretaries
Wendy Foutch
Sherie Nigh
Patricia Rhodes

Adult Protective Services
John Kenney
Leo Brassard
Sheri Lehman
Jessica Moreland
Elizabeth Saxon
Rob Slone

Adult Services
Nikki Snider
Kristi Bender
Trish Briscoe
Meghan Castle
Hector Gomez
Paula Price
Carol Suker

Adult Services
Anne Orndorff
B.J. Dunn
Kay Higgins
Bobbie Langeland
Susan Martz

Personal Care Nurse/IHAS
Melinda Potter
Cheryl Goshorn
Diana Green
Terri Jones
Susie Keckler
Sherry Moats
Pam Pohl

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Ann Pittman
Joseph Cass
Bob McEnroe

Green Team
Ed Soffe
Georgi Kauffman
Cali Kazmarek
Alison Lillis
Jesse Robins
Sandy Snyder

Green Team
Barb Shevokas
Linda Bell-Cardwell
Danielle Blackford
Jennifer Canby
Andrea Kautz
Insley Schaden

Green Team
Kathleen Curtin
Kevin Buckley
Michelle Goodrich
Christina McAllister
Kari Stine

Purple Team
Tiffany Lowe
Melissa Doyle
Anne Marie Parker
Ligia Teodorovici
Eddie Van Metre

Purple Team
Russell Citro
Tammie Campher
Melissa Clark
Mark Conrad
Rhonda Hall
Beth Hawbaker
Stephanie Paul

Purple Team
Kathy Boyd-Mansfield
Megan Doll
April Faith
Tracy Nelson
Katie Russell
Lynn Snyder

Purple Team
Corey Carson
Shannon Bennett
Karen Doub
Linda LaRocca
Bruce McCarthy
Robin Stoops
Barbara Whitehall

Purple Team
Becky Rice
Kimberly Cochran
Julia Jensen
Julie Kreit
Denise Marshall
Loretta McGee
Tina Wolfensberger

Blue Team
Mike Piercy
Susie Butts

Blue Team
Joyce Martin
Georgetta Hughes
Megan Jordan
Ashley Massey
Christina McCauley
Doreen Mellott
Michelle Wickless
Elizabeth Wilson

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Mary Jo Barnhart
Bonnie Hollyoak
Nancy Hopkins
Jenel Keller
Teresa Nutter
Alana Taber
Megan Turner

CPS Appeals Attorney
Tiffany Reiff

Regional Appeals Coord.
Pam Martin

Child Advocacy Center
Mooch Mutchler
Tammy Puffenberger
Amanda Bishop
Sara Cohick
Kim Farmer
Sherry Keeney
Brenda Lohman
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Debbie McFarland
Helen Orndorff

Family Support Center
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Destiny Duff
Kimberly Dudley
Richard Johnson
Jamie Mathewson
Trisha Hovermale
Kelly Kemp
Diana Pierce
Sylvia Simon-Cannon
Rhonda Forrest
Elizabeth Scallion

Sunshine Center
Shana Matthews





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*Washington County Department of Social Services is a field office of the Maryland Department of Human Resources
Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Theodore Dallas, Secretary*